TIG Brief

THE INSPECTOR GENERAL OF THE AIR FORCE

MAY-JUNE 1998

A Shift of Vision

Successfully develop your own team approach to outsourcing.

War Reserve Materiel. Will it be there when we need it?

Managing reduced inspections with cap and gatekeeper.

TIG Brief
Providing pivotal insight to the Air Force

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on our cover

A bald eagle in flight.

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from the top

Every couple of months I go to Maxwell Air Force Base in Montgomery, Ala. to teach a block of instruction in the Air Force's wing and group commander's course. Recently, I added a section on leadership to pass along some of the many lessons I've learned as a commander and inspector general. In the next few paragraphs, I offer you parts of this perspective I believe applicable to supervisors and commanders at all levels.

First, if you accept a supervisory role or answer the calling of command, the best thing you can do is to truly internalize the Air Force's core values of *Integrity First, Service Before Self, and Excellence In All We Do*. They are the cornerstone of any good leader and are the ultimate guide for any decisions or actions. Read and reread *The Little Blue Book*.

Second, challenge your decisions against a series of general questions.

- ✷ Does this make sense for America?
- ✷ Is this the best for the Air Force or just me?
- ✷ Would this make sense to my mom?
- ✷ Would I like this to happen to me?
- ✷ Would I like to pay for this out of my own pocket?
- ✷ Did I consider the lowest ranking airman or lieutenant?

These are simple questions that can help determine the right answer or course of action.

Third, always treat your people with respect and keep them informed. You must be accessible, out and about with your people, and truly seek two-way communication. Stop and ask your people what they like and don't like, and what they need to do their job better or improve the working environment—they have the good ideas. Never forget the old adage "praise in public but council in private." Failing here is the difference between true behavioral modification and unproductive resentment.

Fourth, give credit where credit is due. You're the boss but your people are doing the detailed work and deserve the credit. Your rewards are based on the success of your office or organization, not individual actions.

And finally, always *DO THE RIGHT THING*. If you compromise your position, you can never reverse course. Your subordinates will know it, and you will lose respect and control.

Remember, leadership positions are a precious commodity earned through hard work and proven performance. You will succeed. Just remember to be visible, reward your people, keep a sense of humor, and above all…***be yourself***.✥

Richard T Swope
The Inspector General

Signature Article

Photo by Senior Airman Kristen Fleming.

A "Shift of Vision"

Preparing for the 21st Century

by Col. Jim Robertson

"The essence of the 'principles of warriors' is responding to changes. The ability to gain victory by changing and adapting…is called genius."
The Lessons of War, Liu Ji, (1310-1375)

As we prepare for the 21st century, the great challenge for us as airmen is to manage the forces of ***continuity*** and ***change*** that are shaping our Air Force. Confronted by a "new world order" that is still evolving, the U.S. Air Force has become an expeditionary force. This "way of fighting" is our service's response to a national policy of engagement and our way of aligning sound strategy, doctrine and force structure. It brings revolutionary changes in strategy, doctrine, equipment modernization, organizations, base infrastructure, command, leadership and the concept of oversight currently deployed in our Air Force. We believe it also presages the shape of war to come—***deploying air forces, without forward basing, directly out of CONUS into combat***.

This development will drive a new corporate view of warfare. A view described in a growing language of core competencies, battle space, joint discriminant operations, battle labs, agile logistics, unmanned aerial vehicles, force protection, micro-munitions, air expeditionary forces, mission essential task lists and the list grows on.

In his book, *The Structure of Scientific Revolutions*, Thomas Kuhn suggests that when paradigms change, our world view also changes. He reveals that the "community of practitioners" who define a paradigm change will develop new structures, new approaches and begin to look in new places for answers to problems. They develop a "shift of vision." At the Air Force Inspection Agency, this shift of vision has already begun.

To prepare the way, the Inspection Agency undertook a number of major organizational initiatives. **First**, we raised the sights and the standards of the agency's senior leaders. Continuous learning, shared vision and the courage to take on appropriate risk had to be competencies of our corporate leadership. In addition, we vigorously encouraged a "path finding" mentality in our leaders and also in our line work force to stimulate innovation, continuous improvement and continuous learning. The goal is breakthrough mission performance. **Second**, we built a prototype "knowledge management" infrastructure to assist in developing the "intellectual capital" of the agency. This enables us to leverage superior mission execution and give our teams the ability to use and share the intellect of the organization. **Finally**, we took great pains to ensure that the Inspection Agency uses a concept of oversight that is relevant to the needs of the Air Force.

Creation of an extremely agile organization demands that we bring together the best tools, thinking, ideas, technology and place them in the hands of a world-class inspector cadre—an inspector cadre built from outstanding officers, enlisted and civilians in the Air Force.

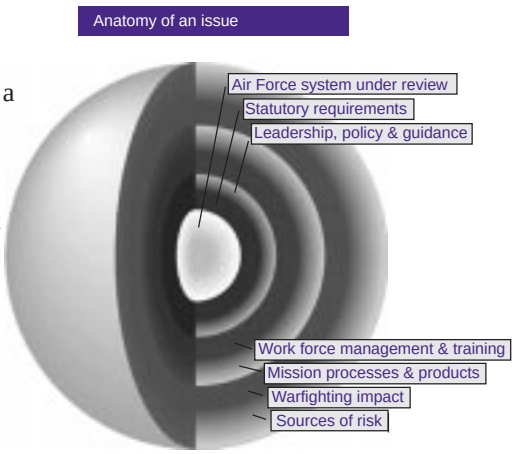
Pursuing Breakthrough Mission Performance.

"Boldness can lend wings to intellect and insight; the stronger the wings then, the greater the heights, the wider the view, and the better the results; though a greater prize, involves greater risks." *On War, Clausewitz*

"Breakthrough mission performance" begins with an attitude, a "path-finding mentality." For leaders and line work force alike, let's call it an "entrepreneurial approach to mission execution." This means that intelligent risk will be accepted as part of the calculus of mission execution and AFIA enterprise development. This way of doing business requires a leadership style that fosters active participation by every member of the team, not just a few key players. A style that features constant communication, influencing, encouraging, giving feedback and most of all listening to the people who make it happen—the line work force. The intent is to create a leadership and team competency for accessing the experience, know-how and intellect of the organization. It requires a mindset that not only looks for new possibilities and ideas within the organization but also "partners" with smart organizations to gather new concepts or solutions. It requires a bold organization-wide approach that is not paralyzed by the thought of making a mistake.

To further explain, Inspection Agency assessments take one of three forms: Management Reviews, Health Services Inspections or Report of Investigations. The Management Review is a systemic review or examination of an issue important to our Air Force. The mission name for management reviews is "Eagle Look." Whether it is an Eagle Look, an HSI or a special investigation like Report of Investigations our teams use an operational mode that incorporates simultaneous experimentation and innovation—risk taking. They are free to intelligently experiment with new technologies; new approaches or new concepts designed to improve the mission process.

For example, the Eagle Look process is designed to analyze and expose the anatomy of a given system, issue or topic. Like an air campaign, it focuses on the "centers of gravity" of the issue that provides pivotal insight to senior decision makers so that they may act to improve or correct it. This process is designed to take the insight we have found by applying a disciplined, analytic methodology, communicating it in the appropriate form and then presenting it to the right decision maker, in time, for them to act decisively. The Eagle Look mission product has rapidly evolved from the old-style narrative report that tended to gather dust on someone's desk to the information-mapped, reader-friendly "Documented Briefing." Revamped to dramatically reduce bureaucratic drag, this process is designed for action by senior decision makers—not endless coordination and study by functional bureaucracies.



An issue is examined and analyzed.

The results of this approach to business have been promising. On the Eagle Look side of the house, we successfully decreased the execution time from an average of 234 days to approximately 127 days and increased the quality of this product. We are experimenting with a 60-day process. We have successfully executed Eagle Looks in 37 days, 38 days and 41 days. Our goal is to be capable of executing at this standard dependent on the issue and operational situation. In addition, we have reduced the coordination time from approximately 2-3 months to 4-11 days depending on the issue. This nearly doubles the number of reviews the agency could potentially execute.

On the health inspection side of the house, Project Odyssey—an improved approach to medical oversight for all Air Force medical units worldwide—resulted in the oversight footprint being reduced to a mere fingerprint. There are several benefits from Project Odyssey. They include reduced inspection time and inspectors from 11-person teams for 6 days to 7-person teams for 2-3 days; reduced inspection criteria by 62 percent and in some cases total elimination; as well as cost savings of $380,619 during a 3-year period. The resounding success of Project Odyssey resulted in the development of Project Odyssey II—the "inspectionless inspection" philosophy. The net result of Project Odyssey II should be sustained vs. episodic medical performance in all of our facilities. Project Odyssey was featured at the Reinvention Revolution conference in Washington DC hosted by the National Partnership for Reinventing Government.

Developing AFIA Intellectual Capital.

"The only irreplaceable capital an organization possesses is the knowledge and ability of its people. The productivity of that capital depends on how effectively people share their competence with those who can use it." *-Andrew Carnegie*

The energy of the Inspection Agency moves along three strategic pathways. They are **assessments**—improving Eagle Look mission processes, health inspections and

report of investigations; **people**—building a world-class team; **knowledge management**—refining our team effectiveness and mission execution. The sum of these three streams of activity in the agency is captured in the concept of intellectual capital.

In his book, *Intellectual Capital*, Tom Stewart states that, "Intellectual capital is intellectual material—knowledge, information, intellectual property, experience. It is collective brainpower." We believe that the success of the Inspection Agency will depend on how well we manage our accumulated intellectual capital and how well we deploy and use our "knowledge bases" to improve our Air Force. Tom Stewart goes on to state that intellectual capital consists of:

Human capital: people, leadership and management systems.

Structural capital: systems, databases and information systems.

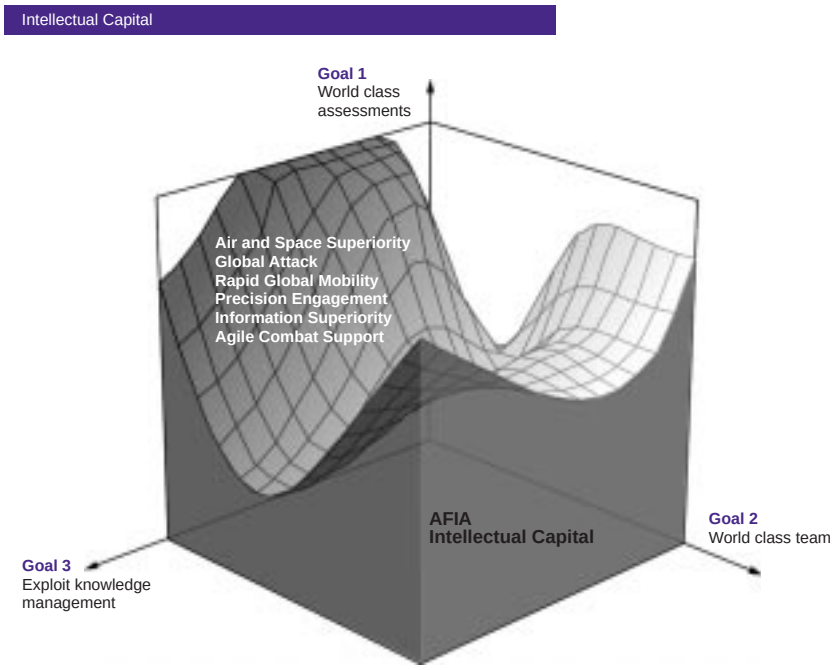
Customer capital: relationships with customers.

Operationally, we have modified this concept into something that we can use.

Team capital: people, leadership, teams and management systems.

Organizational capital: systems, databases, knowledge bases, the learning infrastructure, Intranet and knowledge management systems, AFIA University, Enterprise Development Division, "Leaders are Readers" program, the "Dreams & Schemes" integrating process, our "GODZILLA" team forum and TEAM Week.

Supplier & Stakeholder capital: quality relationships with the suppliers of data and information, their intellect and their repositories of experience and systems information to include the stakeholders impacted by our mission processes.



The aim of intellectual capital is to employ the knowledge base of an organization. As the agency's goals expand, so does the intellectual capital.

As this concept is incorporated into our strategic thinking, we will construct relevant integrated "knowledge bases" at the Inspection Agency. This will generate the levels of speed and quality that we are contemplating in a 21st century system of oversight.

AFIA Concept of Oversight. "Back to the Future."

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things." *The Prince, Machiavelli, (1513)*

The Inspection Agency traces its roots back to 1927 with the formation of the inspection division under the chief of the Air Corps. He desired "…an **inspection system to anticipate** when…problems were likely to develop and **prescribe actions to prevent** them from happening." The idea outlined in this statement more than 70 years ago describes a concept of oversight that could serve as a model well into the 21st century. A modern formulation might read, "…a system of oversight to anticipate when problems are likely to develop and recommend actions to prevent them from happening." This would facilitate a less reactive mode of operation.

A concept of oversight that potentially anticipates problem areas and recommends actions to prevent requires an organization with extremely high situational awareness and extraordinary organizational agility. The ability to see emerging trends, to anticipate a need in the Air Force landscape and to act as the "eyes and ears" of the Air Force requires us to develop the capability of seeing the Air Force as an integrated whole. We must be capable of combining in our organizational "eye," hundreds of Eagle Looks and health inspections into a dynamic but integrated picture of our Air Force. We've developed a prototype process

called, “Emerging Themes in a Continuous General Assessment of the Air Force” which lays the foundation for a system that emphasizes anticipating problem areas before they become problems.

To facilitate this possibility, we rethought and changed a number of our key operational practices. In addition, we strived to ensure that internal strategy, core mission processes, training systems, people development and enterprise improvement initiatives were aligned throughout the organization.

For example, we changed our basic approach to our main business of assessments. A key feature in the IG system of the past was a hard-nosed, compliance approach to business. The Blue Ribbon Commission on Organizational Evaluations and Awards recognized that some areas do require compliance looks such as nuclear weapons and environmental compliance assessment management programs. However, during AFIA-led inspections or reviews, we work in a partnership with the people who own the system being examined to achieve the shared goal of improving our Air Force. Working hand-in-hand with the owner of the process is a more effective and smarter way of doing business.

We formalized several permanent integrated product teams to manage the action-plans of our agency’s strategic goals. To upgrade the skills of our inspectors, we created AFIA University in which the commander and colonels teach in order to produce a world-class Air Force-level inspector. The AFIA inspector is then equipped with the best **tools** (mind mapping tools, 3-D Ishikawa diagrams, collaborative databases, etc.), the best **technology for our mission** (high-resolution digital cameras, information-mapping technology, mini-cybercams, etc.) and the best **ideas** (an integrity and efficiency-based analytic methodology, lessons learned knowledge-bases, etc.) for exploring the anatomy of a given operational issue or topic.

In addition, we are exploring a systematic way of capturing our organizational experience and know-how in an effort to bring the best thinking, the best skills and the best practices to bear on mission excellence. What we don’t want to do is relearn lessons that should already have been incorporated into the way we execute the mission. We want our field inspector teams and support teams to have the capability to capture, share and increase the store of experience and know-how of the agency.

The shift of vision at the Inspection Agency should result in a dramatic increase in organizational agility. The idea of agility highlights the organic cycle time of agency mission processes, the speed of our learning and improvement cycles, the quality of our teams and teamwork, the efficacy of our internal management structures and ultimately, the vision of our leadership. Tactically, it features the independence of our team leaders to operate within the intent of our mission—to be free of set piece bureaucratic rules, preconceived notions and stereotyped solutions in our efforts to radically improve mission execution and improvement.

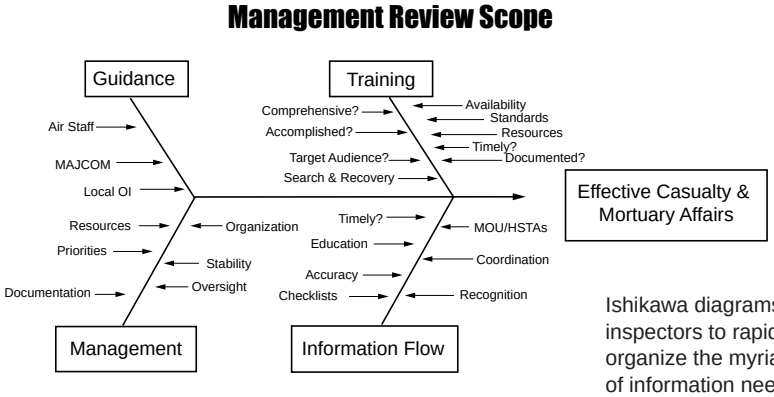
business, operational philosophy and the basic tenet of mission execution, improvement and learning for the organization as a whole.

Our teams underwrite our organizational agility. They underwrite our ability to change the quality of agency leadership, develop intellectual capital and update the concept of oversight we deploy. However, the real magic resides in the ancient challenge of leadership—making the whole greater than the sum of these individual parts to create performance excellence.

The Air Force Inspection Agency is a team. From the Air Force inspector general to the lowest ranking member of the agency—every soul counts. Every person is required to “make it happen.” What we have seen and learned many times in our numerous trips to the field is that the Air Force mission is advanced not only by the mighty shoves of the generals but also by the daily, faithful “pushes” of Air Force people working in the staff and on the line.✦

Headquarters, Air Force Inspection Agency Commander

Ishikawa diagram



Ishikawa diagrams allow inspectors to rapidly organize the myriad pieces of information needed to analyze an issue.

Making the “whole” greater than the sum of its parts.

There is a wall display at the Inspection Agency that states in large bold letters that “Teams Make it Happen.” It describes our approach to

Editor’s note: If you have any questions regarding the innovations taking place at the Air Force Inspection Agency, please contact Maj. Billy Speight at DSN 246-1494 or speightw@kafb.saia.af.mil.

Rightsourcing

Tips from the field

outsourcing \(ˈ)\ v [out + sourcing, Air Force terminology]: competing a function currently performed in-house with an outside provider. When competition shows outsourcing to be more efficient and effective, the Air Force contracts with a commercial provider.

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Air Force commanders, managers and leaders at all levels are setting out to capture the efficiencies of the commercial world—harnessing its strengths to improve our operations. This is not the newest management fad, it is a practical and necessary effort to make our operations more efficient and to generate savings for vital force modernization. You've heard it referred to as outsourcing, competitive sourcing or perhaps even "rightsourcing." The bottom line is that we need to improve performance and efficiency wherever possible, contracting out what is not inherently governmental and keeping our warfighting capabilities and core competencies dynamic and strong.

Rightsourcing uses competition with private industry to encourage both military and commercial work forces to evolve into "most efficient organizations" that cost less to operate. The Air Force expects these competitions to generate a 34 percent savings across the board. The challenge, however, is to determine "what" and

"how much" to compete.

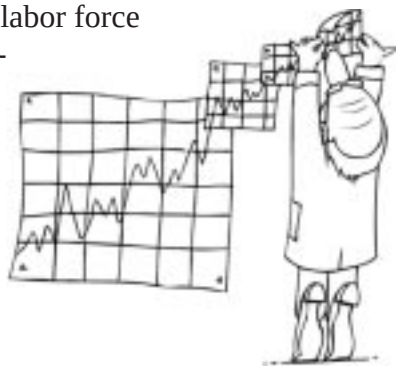
Decision makers must select candidates that offer potential savings but will not impact the Air Force's warfighting capabilities or hamper its peacetime mission. Candidates must produce real savings, with all cost and work force aspects included in competition comparisons. The following tips were derived from an Air Force Inspector General review of 19 bases involved in rightsourcing competitions:

1. Use the team approach. Include all base organizations involved in selecting, competing and transitioning a function from the very beginning including functional managers, contracting, civilian and military personnel and facilities management. This gets their buy-in early and garners their expertise to make the project a success.

2. ***Develop a detailed plan***. A good roadmap ensures all organizations know what is expected and when it is due.

3. ***Keep commanders informed***. Brief the installation, group and squadron commanders at key milestones such as planning completion, candidate selection, beginning of competitions, competition results and transition plans to ensure agreement and eliminate surprises.

4. ***Evaluate the labor market***. Ensure there is a sufficiently trained civilian labor force available to perform the functions.



5. ***Consolidate functions when possible***. Efficiencies usually result from competing larger functions. Group like functions across the installation or even between installations. For example, several bases in Colorado Springs consolidated requirements and competed one waste management contract. Additional savings also result from reducing the number of competitions performed.

6. ***Use performance based work statements***. This approach encourages creativity and allows competitors to utilize the most cost-effective methods to meet functional requirements.

7. ***Pay special attention to transition plans***. Transition plans should be phased whenever possible and include sufficient overlap to handle contingencies. Consider unique equipment or software that may require detailed instruction or training before transition.

8. ***Remember the support agencies***. Personnel, transportation management, family support and housing may experience increased workloads during transitions. Their needs should be addressed during planning and emphasized during transition. These tips should help you successfully do your part in the Air Force rightsourcing effort; however, you still have one more challenge. Share your success stories with other installations. This is new ground for the Air Force and our people, and we must share our best practices and lessons learned. Seek ideas from others and offer them your best and your ugliest experiences. Rightsourcing will save the Air Force money, but it is not free. In the words of the Air Force Vice Chief of Staff Gen Ralph E. Eberhart, "Outsourcing will be the challenge of the 21st Century. We've got to do this right."✥

Prelu to Fai

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It's 1400 hours on a Friday. Your unit has just arrived at their area of responsibility to begin contingency operations. Immediately, front-line supervisors begin maintenance operations because aircraft are scheduled to arrive at 0900 the following day. Upon inspecting the prepositioned equipment, the supervisors find equipment degraded beyond practicable use, leaving insufficient equipment to beddown incoming aircraft. A minor glitch for now, the supervisors think, because they can borrow the required equipment from another unit deployed to the same location.

After completing maintenance operations for the pending aircraft arrival, supervisors create a team to inspect the remaining prepositioned equipment assigned to the unit. What they find turns the seemingly minor glitch into utter chaos. Closer observation indicates a substantial effort is required to inspect, service and repair the equipment. Environment exposure and lack of upkeep of the equipment has caused significant deterioration directly compromising the readiness for future combat operations. Aircraft support equipment has been cannibalized to the extent of no repair. Harvest Falcon field kitchens, designed to support up to 750 aircraft and up to 55,000 personnel, lack the spare parts to render them serviceable. The initial inspection of vehicles reveals sand in critical components that could impair the operation of vehicles. As a result, front-line supervisors find themselves short of essential items required to carry out contingency operations.

Although the above scenario is fictitious, many similar

Vehicles cannibalized to the point of non-repair. U.S. Air Force photo.

Heavy corrosion of fuels, mobility and support equipment stored outdoors. U.S. Air Force photo.

Evidence of neglected maintenance in Southwest Asia. U.S. Air Force photo.

de lure

problems came to light during a recent review which assessed the current readiness of selected prepositioned war reserve materiel commodities.

During the review, inspectors found many factors that highlight significant problems and presage the deterioration of mission readiness. In today's operational environment, requiring a quick responsive deployment to the area of responsibility, we cannot afford to disregard war reserve materiel program objectives. There are several things you need to consider when enhancing the management of prepositioned war reserve materiel commodities. They are:

1 Keep in mind the program objective. War reserve materiel is service-owned resources positioned as either starter or swing stock, or a combination of both, to maximize worldwide warfighting capability.

2 Review Air Force Instruction 25-101, *War Reserve Materiel Program Guidance and Procedures*. This instruction provides guidance and procedures for managers to attain and sustain war reserve materiel levels to support national strategy reflected in the *Defense Planning Guidance and the Air Force War and Mobilization Plan*.

3 Enforce Air Force Instruction 25-101 peacetime use procedures. War reserve materiel should be the **last** resort.

4 The Air Force contingency supply squadron should be the single source of supply for units deployed in support of contingency operations. Full exploitation of logistics feasibility analysis capability or similar accountability systems should improve the management process.

5 As a user, you are accountable. Commanders and supervisors are responsible for ensuring war reserve materiel commodities are used with established technical criteria and should ensure actions are taken to initiate repair in a timely manner.

6 Appropriate training and oversight of the status of resources of training system report preparation procedures at unit, wing and command levels to minimize reporting inaccuracies.

7 Full integration of all agencies across the wing, including medical planners, is required to ensure all validated support requirements are included in individual unit base support plans.

8 War reserve materiel requirements must be determined based on approved plans. Command planners must continually validate requirements to ensure correct quantity profiles are established.

9 Technical Order and Time Compliance Technical Order management requires strict compliance for the proper maintenance and upkeep of war reserve materiel assets. This management along with warehousing and storage require constant vigilance by leadership.

Keep these thoughts in mind and chances are management of our war reserve materiel assets will be improved. One final thought—if you are charged with war reserve materiel oversight or utilize its commodities, ask yourself have I met the intent of sustaining war reserve materiel? Remember the mission is depending on you!✦

Response in Crisis and War

Inspecting for Wartime Materiel Support in the Air Force Materiel Command

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Photo courtesy of The Boeing Company.

The Air Force Materiel Command acquires and supports the weapon systems employed by the U. S. Air Force. System program offices provide these modern weapon systems through a complex acquisition process of requirements analysis, contracting, financial management, engineering and program management activities. But what happens when warfighters' requirements become extremely time critical during a national crisis or war? The program offices need to flex their wartime muscles and get a required capability to the field immediately.

Inspecting this ability to accelerate an acquisition process is the goal of wartime materiel support inspections during operational readiness inspections.

The Aeronautical Systems Center, Wright-Patterson Air Force Base, Ohio, successfully completed an AFMC operational readiness inspection in December 1997. As home to more than 30 aircraft and subsystem program offices, wartime materiel support scenarios played a major role during the inspection in evaluating the Aeronautical Systems Center's ability to support a wartime contingency.

So just what is a typical support scenario? The following are a few examples: the C-17 Globemaster III office was tasked to increase the aircraft's airdrop volume by accelerating the fielding of a dual row airdrop capability, the F-16 Fighting Falcon office was tasked to expedite test and deployment of a digital targeting and hard target penetration capability to support the close air support mission; and the Advanced Concept Ejection Seat II program office was tasked to accelerate seat improvements in response to wartime ejection seat injuries. In all, seven wartime materiel support scenarios were evaluated during the Aeronautical Systems Center's operational readiness inspection, most of which involved more than one system program office.

The scenerios were all bound by one common thread—realism. When first presented with this scenario in the form of a simulated combat mission need statement, Brig. Gen. Charles Johnson, C-17 system program office director, explained that the topic selected to exercise his office was to be addressed by the chiefs of staff of the Air Force and Army that same day.

C-17, Globemaster III

Photo by Senior Airman Andrew N. Dunaway II.

The realism was achieved by using "trusted agents" from each program office. Ideas selected from these trusted agents—individuals hand-picked to identify weapon system capabilities

scheduled for near-term completion that could be accelerated—were formatted by inspector general teams to fit the inspection time line but were not revealed to the program office until the operational readiness inspection was underway.

The Aeronautical Systems Center program office's worked the wartime materiel support scenarios with such energy, it was difficult to tell the scenarios were only exercise events. The key to a system program office's success was the ability to take a firmly embedded peacetime process and apply the appropriate emphasis and leadership to expedite the process. For example, the F-16 office initiated their Falcon hotline checklist immediately upon receipt of exercise input. Employing a thoroughly institutionalized process enabled immediate transition from a peacetime footing to a wartime posture.

"We attacked our scenario using many of the same tools as during peacetime," said Col. Larry 'Scoop' Cooper, F-16 system program office director. The only difference was the high level of emphasis we placed on finding ways to get the job done quickly and efficiently."

As the wartime materiel support scenarios progressed throughout the readiness inspection, IG team members simulated the outside agencies in which the program office's contacted to manage acceleration—prime contractors, warfighters, major command's, logistics centers, test centers, other military services and the Pentagon.

These contacts included everything from the availability of aircraft for modification to the cost of manufacturing widget "A" and shipping it to point "B." The numerous outside communications gave the inspection teams the ability to control the direction, scope and difficulty of the scenarios as they unfolded by adjusting responses accordingly. The exercises culminated with status briefings from the offices to IG members who simulated customers. In the end, the IG based its evaluations on the efficiency and effectiveness of all the system program offices' efforts during the exercises and the merits of their plans to quickly deliver needed capabilities to the warfighter.

F-16, Fighting Falcon

U.S. Air Force photo.

Significant effort was expended on the support scenarios, by the IG to prepare and administer and by the program office's to execute. The C-17 office spent more than 870 work hours in just more than four days with no reduction in their normal work load.

"Conducting wartime materiel support exercises under the threat of an operational readiness inspection was an outstanding test of our ability to accelerate daily routines in response to urgent operational requirements," said Johnson. "It was time well spent."

Meanwhile, information uncovered during the Advanced Concept Ejection Seat II scenario prompted real-world changes to ejection seat design requirements which could result in $8 to $10 million in cost avoidance. Other offices reported similar positive outcomes.

The AFMC inspector general also uses wartime materiel support scenarios to exercise the abilities of logistics centers, test centers and laboratories to accelerate their peacetime mission to support a wartime contingency.

Although a large majority of AFMC personnel are not mobility tasked, wartime materiel support makes them a key part of operational readiness inspection action.❖

Fraud in the Air Force

Capt. Steve Murray
AFOSI/PA DSN 297-4728

The Air Force Office of Special Investigations investigates all types of fraud cases against the government. Fraud costs the Air Force millions of dollars annually. Most of our fraud investigations are in the procurement area: product substitution, diversion, mischarging, conflicts of interest and bribery. Other types of fraud involve military and civilian members who have been caught cheating the Air Force. In these budget-tightening days, the impact of fraud, waste and abuse is felt throughout the Air Force and we should all accept the responsibility to prevent it at every opportunity. Mutual command and AFOSI support, coupled with teamwork, are essential for successful prevention, detection and neutralization of fraud. Here are some examples.

False Claims and Kickbacks

Subject: DoD Contractor
Synopsis: An AFOSI investigation disclosed that certain employees of a DoD contractor and its subsidiary were overbilling the Air Force for contract work. The employees circumvented the company's internal control procedure, inflated work estimates and falsely certified to the accuracy of the costs. The subsidiary and their subcontractors each substantially gained from this operation.
Result: The company agreed to pay $5.5 million in a civil settlement agreement in lieu of the government filing a civil law suit against the company and their performance on a contract at an Air Force base. This investigation was led by AFOSI while the Defense Contract Audit Agency provided audit assistance.

Theft

Subject: Non-DoD Civilian
Synopsis: A female civilian and her co-conspirator, a former government contract employee at an Air Force base, stole $22,000 worth of automated data processing equipment and sold it in the local area. The female civilian was the "fence" for the operations. Her co-conspirator when interviewed confessed to the thefts and used the money to support his drug habit.
Result: The female was sentenced on charges of conspiracy to sell stolen property belonging to the United States government. She was ordered to pay $3,776 in restitution for her involvement. This investigation was conducted solely by the AFOSI.❖

The article "Fraud in the Air Force" on page 16 of the March/April 1998 edition of the TIG Brief concerning Pemco Aeroplex, Inc., was in error. The narrative described allegations in a complaint filed by the United States in the U.S. District Court for the Northern District of Alabama on May 27, 1997, then mistakenly reported that there was a judgment against Pemco. There was no judgment adverse to Pemco Aeroplex, Inc., in this matter. To the contrary, the complaint was dismissed by the district court on September 3, 1997. The United States has appealed that decision. We regret any misunderstanding occasioned by this error.

HQ AFOSI/XOK

A Spot Check for Inspection Organizations

How does your organization measure up?

Commanders and inspectors at all levels base their assessments on two simple questions—"how are you doing" and "how do you know?" This article turns the tables on inspectors by offering a list of quality standards against which they should be measured.

The Inspector General Act of 1978 that created inspectors general at 61 federal agencies also formed the President's Council on Integrity and Efficiency. That council created a list of quality standards for inspections. Commanders and inspectors general should evaluate their organizations against these standards to determine their own compliance and to identify ways to improve.✦

quality standards for inspections

Qualifications. Individuals assigned to perform inspection work must collectively possess adequate professional proficiency for the tasks required.

Independence. Individuals performing inspection work must be free from impairments that hinder objectivity. Inspectors must consistently maintain an independent, objective attitude and appearance and shall be subject to supervisory guidance and review to preclude actual or perceived impairments or bias in conducting inspection work and presenting results.

Due Professional Care. Due professional care will be used in conducting inspection work and in preparing reports and other products.

Quality Control. To ensure quality and to expedite the progress of an inspection, proper supervision will be exercised from the start to the completion of the final inspection report.

Planning. To ensure adequate planning, inspection work will be coordinated, researched and designed to achieve the objectives of the inspection.

Data Collection and Analysis. Information and data obtained about the organization, program, activity or function being inspected should be consistent with inspection objectives and sufficient enough to provide a reasonable basis for reaching conclusions.

Evidence. Evidence supporting inspection conclusions should be competent and relevant and lead a prudent person to the same conclusion as that of the inspectors.

Supporting Documentation. All relevant information generated, obtained and used in supporting inspection findings, conclusions and recommendations should be retained.

Timeliness. Inspections should seek to deliver significant information to appropriate management officials in a timely manner.

Fraud and Other Illegal Acts. If, during or in connection with an inspection, inspectors become aware of illegal acts or indications of such acts, they should promptly present such information to their supervisors for review and possible referral to the appropriate investigative office.

Reporting. All inspection reports shall present factual data accurately, fairly and objectively and present findings and conclusions in a persuasive manner.

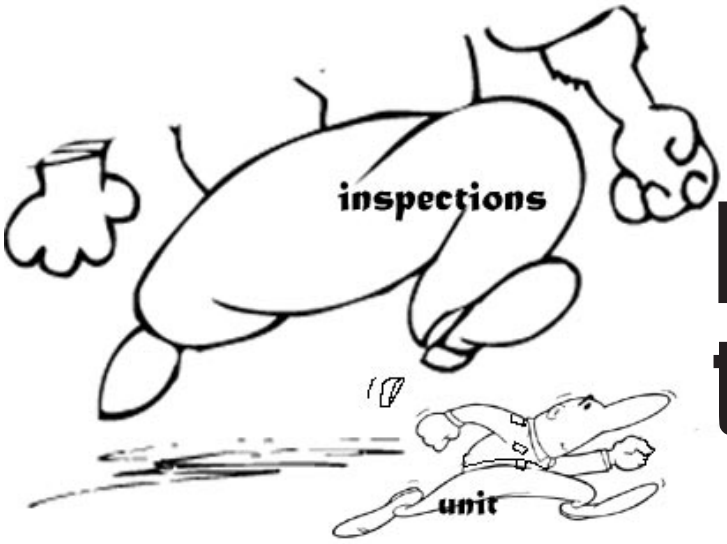
Follow-up. Appropriate follow-up will be performed to assure that any recommendations made to agency officials are adequately considered and appropriately addressed.

To gain more knowledge on the President's Council on Integrity and Efficiency, visit the following web sites:

Air Force IG web site
http://www-afia.saia.af.mil/igq/ig_link.html

Federal IG Web site
http://www.hhs.gov/ignet/

PCIE page
http://www.hhs.gov/ignet/internal/pcie/pcie.html



Reducing the Footprint

Managing Reduced Inspections with Cap and Gatekeeper

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The year 1997 brought about changes to Air Force Instruction 90-201, *Inspector General Activities*, and Air Force Policy Directive 90-2, *Inspector General—The Inspection System*. The major concern is the high current operations tempo imposed on our units and the impact an inspection visit has on an operational unit. Decreasing the overall "footprint" inspections and evaluations make on the unit is the goal. Two inspection tools have been developed that will help with these reduction efforts—a cap on inspections and the creation of the Gatekeeper program. The cap is a major command-established, monitored and managed limit on the number of "evaluation mandays" any installation will receive during a period of time. All scheduled activities by outside visitors for inspecting, assessing or evaluating must be "budgeted" to fit within the cap. This budget accounts not only for operational readiness inspections and compliance inspections but also encompasses routine staff assistance visits, award evaluations, etc., to include visits outside Air Force control. Staff assistance visits requested by a unit commander will not count against the cap.

The goal of the cap is to give major command and unit commanders a fact-based decision-making tool to lessen the evaluation workload of individual units. By managing the cap at the major command level, opportunities can be identified to reduce, eliminate or redirect evaluations to units experiencing lower operations tempo levels.

The Chief of Staff of the Air Force's Blue Ribbon Commission on Organizational Evaluations and Awards suggested a goal of reducing "evaluation mandays" to 50 percent of fiscal year 1997 evaluation levels by fiscal year 1999. The commission recognized this reduction as ambitious but necessary to reduce the number and cost of inspections.

The gatekeeper for each major command manages this

cap in consultation with installation commanders. The gatekeepers reside within the inspector general staff. They track and deconflict inspection activities within their command to minimize impacts and evaluate visit notifications to determine if they are duplicative or conflict with higher priority unit activities and eliminates or reschedules those, if possible.

The Gatekeeper program is up and running and is already credited with reducing the inspection burden. In order to record more easily cap and gatekeeper information, Air Combat Command has taken the lead on a program to develop a gatekeeper database. The Gatekeeper database will be a web-based relational database used to track all known events at all units, potentially down to the squadron level. Additionally, the database should be able to support random access queries allowing all commanders to view level of effort by unit or installation.

The system will have the ability to present pictures of unit activity for specified periods of time and uses "flags" to warn of spikes in unit activity, which can be remedied early in the planning process. The intent is to limit the impact of various inspections, visits, rotations and evaluations conducted at Air Force units or installations. This software should be available for use by all major commands by the end of fiscal year 1998.

The concepts of cap and gatekeeper are critical to managing inspection reduction efforts. For more information about the Gatekeeper software, visit the ACC IG homepage by accessing "IGLink" through www-afia.saia.af.mil.❖

Keys to the gatekeeper system

Computer requirements to facilitate the Gatekeeper will be a key issue. Contractor guidance states "the software they develop must be able to run on the ACC IG local area network or the ACC wide area network."

For units to be able to access the Gatekeeper database, each unit gatekeeper should be equipped with the following minimum requirements.
1. An IBM compatible computer (Pentium +).
2. 24 MB of Random Access Memory and a two-gigabyte hard drive.
3. An "af.mil" account or password.
4. E-mail capability; ACC standard software
5. Access to the Internet.*

* Total cost per unit is under $2000, depending on current computer system capabilities.

If an IG wishes to administer his or her own Gatekeeper database, it is recommended, at a minimum that each command gatekeeper be equipped with the following.
1. A Dual Pentium Pro 200 MHz Server.
2. A computer with not less than128 MB of Random Access Memory and a four-gigabyte hard drive.
3. A Windows NT server.
4. Additional software, Oracle 8.0 or better.
5. An Oracle Web server.
6. Long-range maintenance will require Developer/ Designer 2000 or better.*

* Total cost per command roughly $10,000, depending on current computer system capabilities.

Partners and Allies Supporting the Air Force Commander

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Every commander can take advantage of the theme of a recent conference that confirms what many of us in the investigative business already know—the unique, complementary relationship between members of the inspector general family is paying big dividends for our Air Force. Although the missions of the Air Force Office of Special Investigations and installation inspector general offices are similar, the scope in which each operates is quite different.

More than 260 AFOSI special agents and wing and major command inspection members experienced this kinship during an inspector general training conference, sponsored by the Air Force Inspector General's Directorate of Inquires. Col. Donald Reid, AFOSI vice commander, spoke on the potential for AFOSI and IG investigative interaction during day-to-day business. The following provides insight into this relationship and discusses how AFOSI and inspectors can complement each other, thereby becoming a force multiplier at installations worldwide.

Air Force Instructions 90-301, *Inspector General Complaints*, and 71-101, *Volume 1, Criminal Investigations, Counterintelligence, and Protective Service Matters*, identify the investigative purviews for installation inspectors general and AFOSI. Although we may experience an adrenaline rush over the prospect of getting the "big or juicy one," critically evaluating the complaint may mean that another agency may be better suited to investigate. That is where effective liaison comes into play.

There is a definite need for AFOSI special agents and installation inspectors general to conduct regular liaison. In order to complement each other, they must be familiar with each other's capabilities and limitations. This goes beyond deconflicting potential concurrent investigations. Installation IGs will often have information valuable to AFOSI either as a result of a complaint they have received or during the course of an investigation that they are conducting.

Likewise, AFOSI investigators often learn of issues that may be more effectively handled by the installation IGs, and refer the information or the complainant directly to them.

The key in these situations is to ensure, through effective liaison, a process exists between AFOSI and installation IGs to refer matters to each other. While responding to a complaint, some installation inspectors have unknowingly become involved with investigating criminal violations that should be referred to AFOSI. This occurs most often in the fraud arena where cases of price fixing, kickbacks and collusion aren't easily recognized. In those cases, it is imperative the inspector general investigation officers discuss the investigation with their local AFOSI detachment. Some examples cited during the conference included an anti-trust investigation involving a civilian contractor, an Air Force contract quality assurance evaluator providing kickback of parts to the manufacturer who then sold them to an overseas client, and several civilian contractor work-place complaints that revealed mischarging and timecard fraud.

There were also issues related to assault and aggravated assault cases that simply were not recognized as crimes. For example, during the course of investigating a sexual harassment allegation, the investigation officer learned the subject fondled the victim's breasts and buttocks, constituting an indecent assault. Inspector general investigating officers may not have a clear perception of what constitutes a Uniform Code of Military Justice or criminal violation and may need training and education to ensure they understand AFOSI's role in criminal cases. On the other hand, installation inspectors are the subject-matter experts in fraud, waste and abuse issues, reprisal matters and a bevy of other areas. Installation IGs should ensure they educate AFOSI investigators on the IG investigative process and recognizing these issues.

> "The key...is to ensure, through effective liaison, a process exists between AFOSI and installation IGs to refer matters to each other."

Mutual support extends beyond this general education process. Installation inspectors can call upon AFOSI for specialized support during their investigations. AFOSI regularly honors inspector general requests for polygraph support and computer crime investigators. While AFOSI has certain criteria that the inspector general investigation must meet before the request can be approved, each is evaluated on a case-by-case basis and exceptions can be made. AFOSI investigators go through a rigorous 3-month specialized training course and can be called upon to provide training in areas such as investigative processes, interview techniques, obtaining written statements and evidence collection and preservation.

The intent of this article is to emphasize the relationship of AFOSI investigators and installation IG and how, by getting to know each other's attributes and capabilities, they can complement each other. It is extremely important to recognize that both perform a very valuable function on a base and by doing so, support the Air Force mission. We strongly encourage frequent AFOSI and IG office liaison with friendly and open communication. AFOSI special agents and installation and major command inspectors general who attended the conference learned they shared common ground and pledged to work toward ensuring installation-level investigators establish open lines of communication. Although aspects of our missions differ, AFOSI and installation IGs should consider each other as partners and allies in our daily investigative endeavors.❖

The Air Force Inspection Agency is a 1997 New Mexico Quality Roadrunner Award winner. This award recognizes organizations within the state of New Mexico that have made significant progress toward building sound processes through the implementation of quality principles.